Professional Development Model for MOS 96B Intelligence Analyst

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: **Developmental Duty Assignments** **(See notes 1 & 2)**	Intel Analyst ——→ Div/Corps/EAC ACE —— Cbt Bde/Bn ——→		Intel Sergeant Squad Leader ASAS Master Analyst —— ACT/Cbt Bn S2 NCO Joint/Natl Intel Element — Small Group Leader Instructor/Writer Tng Dev/Writer Drill Sergeant Observer/Controller ——— AC/RC Coordinator ——— Recruiter ——————→	Sr Intel Sergeant Detachment Sergeant Platoon Sergeant Career Advisor/ Professional Dev NCO Cbt Bde S2 NCOIC Sr Small Group Leader Sr Instructor/Writer Sr Tng Dev/Writer Sr Drill Sergeant ————————→ ————————→ EO Advisor	Chief Intel Sergeant First Sergeant Sr Career Mgt NCO Sr Career Advisor/ Professional Dev NCO ——→ Bn S3 Operations ——————→ Deputy Commandant Branch Chief Ch Instructor/Writer Ch Tng Dev/Writer Sr Operations NCO	Intel Senior Sergeant Bn/Bde CSM Corps/EAC ACE SGM Div/Corps/Army G2 SGM Bde/Grp S3 Operations
Block C: **Institutional Training**	BCT/AIT	PLDC	BNCOC	ANCOC		Sergeants Major Academy
Block D: **Recommended NCOES-Related Courses** **(See note 3)** **Recommended** **Functional Courses** ——	**Prior to PLDC** Effective Writing English Grammar Basic Computer Skills Basic Briefing		**Prior to BNCOC** Communication Skills Stress Management Briefing Techniques Technical Writing Research Techniques Public Speaking → Battle Staff Operations Course	**Prior to ANCOC** Principles of Management Organizational Behavior Problem Solving Proof Reading/Editing First Sergeant Course		**Prior to SMC** Human Resource Management
Block E: **Recommended MOS-Related Courses/Training** **(See note 4)**	**Skill Level 10-20** 1. Military Symbology 2. Intelligence Preparation of the Battlefield 3. ECB Collection Management 4. Database Management		**Skill Level 30** 1. Stability & Support Operations 2. Database Management 3. EAC Collection Management 4. Targeting 5. U.S. Army Doctrine	**Skill Level 40** 1. Joint Collection Management 2. Information Operations 3. Joint/National Intel Architecture		**Skill Level 50** TRADOC Middle Mgr Course
Block F: **ASI Producing Courses**	1. ASAS Master Analyst Course (1F) 2. Battle Staff Operations (2S)					

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Block G: **Recommended MOS-Related Certification or Degree Program** (See note 5)	AA/AS or equivalent by the 12th year of service BA/BS by 16th year in Foreign/International Studies; Political Science, Information Management Joint Military Intelligence College: Undergraduate/Post Graduate Intelligence (UGIP/PGIP) and BSI/MSSI Programs
Block H: **Notes**	1. Some duty positions require Additional Skill Identifier (ASI) or Special Qualification Identifier (SQI). These ASI/SQI and requisites can be found in DA PAM 611-21. 2. Skill Level 10/20 soldiers should seek experience in combat Bn/Bde or an ACT/ACE. Where possible, soldiers should be rotated within the organization to reinforce and develop basic MOS Skills. 3. Courses in these areas can be found in the Army Correspondence Course Program(ACCP) and in local colleges and universities. 4. These course are available through ACCP. 5. The MOS related Certification and Degree Program are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with Education Center for AARTS Program conversion of military schools and experiences to college credits.

Block I:

Recommended Reading and Reference List

Military Publications:

AR 600-20 *Army Command Policy*
AR 614-200 *Enlisted Assignments and Utilization Management*
DA PAM 611-21 *Military Occupational Classification and Structure* (See Annual NOFC)
Joint Publication Series 1through 2-2
FM 22-100 *Military Leadership*
FM 25-101 *Battle* Focus Training
FM 34-1 *Intelligence and Electronic Warfare Operations*
FM 34-2 *Collection Management and Synchronization Planning*
FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*
FM 34-3 *Intelligence Analysis*
FM 34-25-1 *Tactics, Techniques, and Procedures for Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*
FM 34-25-3 *All-Source Analysis System and the Analysis and Control Element*
FM 34-130 *Intelligence Preparation for the Battlefield*
FM 101-5 *Staff Organization and Operations*
FM 101-5-1 *Operational Terms and Graphics*

General Reading:

Military Intelligence Professional Bulletin; USAIC&FH, QTRLY
INSCOM Journal for the Military Intelligence Professional: INSCOM, QRTLY
Russian View of U.S. Strategy: It's Future, Jonathan S. Lockwood and Kathleen O. Lockwood, 2nd ed, 1992
Sharing the Secrets: Open Source Intelligence and the War on Drugs, James Holden-Rohdes, 1997
U.S. Intelligence at the Crossroads, Roy Godson, Ernest May and Gary Schmitt, 1995
Preparing for the 21st Century: An Appraisal of U.S. Intelligence, Commission Report, 1996
Collected Essays. DC: Center for the Study of Intelligence, Central Intelligence Agency, Donald P. Sherman, 1994
Lockwood Analytical Method for Predication (LAMP), Jonathan S. Lockwood, 1996
Turning Point: The Gulf War & U.S. Military Strategy, Benjermin Ederington, 1994
Battlefield of the Future: 21st Century Warfare Issues, Barry R. Schnieder, 1995
Technology and War: From 2000 BC to Present, Martin L. Van Creveld, 1991

Web Sites:

Center for Army Lesson Learned-- http://call.army.mil
USAIC&FH-- http://huachuca-usaic.army.mil
U.S. Army Publishing Agency Home Page-- http://www.usapa.army.mil
Training and Doctrine Digital Library-- http://www.adtdl.army.mil/atdls.htm
Joint Electronic Library-- http://www.dtic.mil/doctrine/jel/intelligence.htm

APPENDIX

Acronym	Title
1SG	First Sergeant
AA	Associate of Arts
AC	Active Component
ACCP	Army Correspondence Course Program
ACE	Analysis and Control Element
ACT	Analysis Control Team
Acty	Activity
AEPDS	Advance Electronic Processing Dissemination System
AIT	Advance Individual Training
ANCOC	Advance Noncommissioned Officer Course
Anl	Analyst
ARL	Airborne Reconnaissance Low
AS	Associate Science Degree
ASAS	All Source Analysis System
ASI	Additional Skill Identifier
Asst	Assistant
BA	Baccalaureate Degree
BCT	Basic Combat Training
BDA	Battle Damage Assessment
Bde	Brigade
Bn	Battalion
BNCOC	Basic Noncommissioned Officer Course
BS	Bachelor of Science
BSEP	Basic Skills Education Program
BSI	Bachelor of Science in Intelligence
CAT	Category
CBT	Computer Based Training
Cbt	Combat
CFSO	Counterintelligence Force Protection Source Operations
CGS	Common Ground Station
Ch	Chief
CI	CounterIntelligence
CIM	Crypto Interface Module
CMF	Career Management Field
Coll	Collection
COMINT	Communications Intelligence
CLP	Common Language Program
Cmdt	Commandant
Crs	Course
Crypt	Cryptologic
C-SIGINT Ops	Counter-SIGINT Operations
Det SGT	Detachment Sergeant
Dev	Developer

DF	Direction Finder
DLI	Defense Language Institute
DLPT	Defense Language Proficiency Test
DTRA	Defense Threat Readiness Agency
DS	Direct Support
EAC	Echelon Above Corps
EACIC	Echelon Above Corps Intelligence Center
ECB	Echelon Corps and Below
ECCM	Electronic Counter-Countermeasures
ELINT	Electronic Intelligence
EO	Equal Opportunity
EP	External Pilot
FISINT	Foreign instrumentation signals intelligence
GRCS	Guardrail Common Sensor
Grp	Group
GSR	Ground Surveillance Radar
GSS	Ground Surveillance System
HNS	Host Nation Support
HUMINT	Human Intelligence
ICT	Integrated Concept Team
ID	Identification
IEEE	Institute of Electrical and Electronics Engineers
IET	Individual Entry Training
IEW	Intelligence and Electronic Warfare
IEW	Intelligence & Electronic Warfare
IMINT	Imagery Intelligence
Instr	Instructor
Intel	Intelligence
IPB	Intelligence Preparation of the Battlefield
IPDS	Imagery Processing and Dissemination System Course
I-REMBASS	Improved Remotely Monitor Battlefield Sensor System
JCMT	Joint Collection Management Tools
JMIC	Joint Military Intelligence College
JMITC	Joint Military Intelligence Training Center
JSTARS	Joint Surveillance Target Attack Radar System
Lang	Language
Ldr	Leader
MASINT	Measurement and Signature Intelligence
MCSAP	Military COMINT Signals Analysis Program
MECCAP	Middle enlisted Career Advancement Program
Mgt	Management
MI	Military Intelligence
MIES	Modernized Imagery Exploitation System
Min	Minimum
MINSAP	Military Intern SIGINT Analyst Program
MOCS	Military Occupational Classification and Structure

MSG	Master Sergeant
MSSI	Masters of Science in Strategic Intelligence
NGB	National Guard Bureau
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy
NCOES	Noncommissioned Officer Education System
NCOIC	Noncommissioned Officer in charge
NCS	National Cryptologic School
NIMA	National Imagery and Mapping Agency
NIS	National Input Segment Course
NOFC	Notification of Future Changes
NSA	National Security Agency
OCMI	Office of the Chief, Military Intelligence
OJT	On-Job-Training
OPELINT	Operational ELINT
Ops	Operations
PFC	Private First Class
PGIP	Postgraduate Intelligence Program
PLDC	Primary Leadership Development Course
Plt	Platoon
PVT	Private
R & D	Research & Development
R & S	Reconnaissance and Surveillance
RC	Reserve Component
Sect	Section
SF	Special Forces
SFC	Sergeant First Class
SGM	Sergeant Major
SGT	Sergeant
Sig	Signals
SIGINT	Signals Intelligence
Sm	Small
SMC	Sergeants Major Course
SOT-A	Special Operations Team
SPC	Specialist
Spec	Special
Spectrum RISC	Spectrum Radiology Information System Consortium
SQI	Special Qualification Identifier
Sr	Senior
SSG	Staff Sergeant
Strat	Strategic
Sys	System
TACELINT	Tactical Electronic Intelligence
Tech	Technical
TENCAP	Tactical Exploitation of National Capabilities
TES	Tactical Exploitation System

Tgt	Target
Tm	Team
Tng	Training
TRAC	Tactical Radar Correlator Course
TROJAN SPIRIT	TROJAN Special Purpose Integrated Remoted Intelligence Terminal
TSCM	Technical Surveillance Counter Measures
TUAV	Tactical UAV
UAV	Unmanned Aerial Vehicle
UGIP	Undergraduate Intelligence Program
UNIX	Uniplexed Information and Computer Systems
USAIC&FH	United States Army Intelligence Center & Fort Huachuca
USASMA	U.S. Army Sergeants Major Academy
Wtr	Writer
WHCA	White House Communications Agency